



LOS ANGELES UNIFIED SCHOOL DISTRICT MEMORANDUM

TITLE: Los Angeles Preliminary Administrative Services
Credential 2022-2023

NUMBER: MEM-109300.1

ISSUER: Ileana Dávalos, Chief Human Resources Officer
Human Resources Division

Marco Nava, Administrator
HR-Induction, Credentials and Contracts

DATE: January 3, 2023

DUE DATE: Applications are due no later than 5:00 pm on date specified at
[LAPASC Program LAUSD](#).

PURPOSE: The purpose of this Memorandum is to outline the procedures necessary for qualified candidates to apply for the Los Angeles Preliminary Administrative Services Credential Program (LAPASC).

MAJOR CHANGES: This memorandum replaces MEM-109300 dated April 12, 2021, issued by Human Resources Division. Dates have been updated for the 2022-2023 school year.

BACKGROUND: To ensure a pool of highly qualified and prepared school leaders, Human Resources Induction and Credentialing unit has established the Los Angeles Preliminary Administrative Services Credential (LAPASC) Program, which was approved by the Commission on Teacher Credentialing in October 2020. The LAPASC program will provide a practitioner-based, equity-driven administrator preparation program which fosters transformational leaders who anticipate, manage, and proactively solve the challenging problems facing public education today. At its core, LAPASC ensures practical application of the qualities for effective school leadership found in current research which are embedded both within its theoretical framework and its curriculum.

LAPASC seeks to create a pipeline of highly qualified leaders who will be prepared to serve in Los Angeles Unified urban schools by offering a comprehensive administrative preparation experience aligned to the required California Administrator Performance Expectations (CAPE), the Los Angeles Unified School Leadership Framework (SLF), and the California Professional Standards for Education Leaders (CPSEL). The CAPEs define the entry level proficiencies and the SLF provides Los Angeles Unified's clear expectations for

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effective leadership that contribute to improved student learning and teacher effectiveness. By its very design, LAPASC provides a future bridge to the CPSEL requirements for induction programs when administrators clear their credential. Program alumni are expected to be caring, equity-driven leaders who are reflective lifelong learners prepared to adapt their leadership practice in an ever-changing, multicultural world.

INSTRUCTIONS: I. PROGRAM OVERVIEW

LAPASC is a tuition-free, one-year, competency-based, job-embedded credentialing program for Los Angeles Unified teacher leaders interested in obtaining their preliminary administrative services credential and serving in high need schools. Qualified candidates must meet the minimum requirements to be considered for participation. While LAPASC is tuition-free, participants are responsible for textbooks, technology, CalAPA testing fees, and state credentialing costs. The Induction and Credentialing unit in Human Resources plans to launch a new cohort of 50 to 80 candidates annually.

II. PROGRAM REQUIREMENTS

LAPASC includes professional learning, mentoring, and in-class and State assessments. Upon completion of the program, candidates must demonstrate mastery of the CAPE standards as demonstrated through the program activities, fieldwork experiences, and a passing score on the California Administrator Performance Assessment (CalAPA) to be recommended for a credential. Applicants must meet the following requirements:

- At least five years of successful full-time certificated service at the time of application
- A valid Clear California Teaching Credential or Life California Designated Subjects Teaching Credential
- A Master's degree from an accredited college or university
- Presently be a Los Angeles Unified employee in a verifiable full-time, non-classroom leadership position, (e.g., coordinator, instructional coach, dean, lead teacher, adviser, etc.) or is currently assigned teacher leader responsibilities (e.g. coordinator receiving stipend, grade/department lead, athletic director, part time coordinator)
- On the career track to a principal/assistant principal position
- A commitment to serve a minimum of 2 years as a Los Angeles Unified administrator



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All minimum requirements must be met before the LAPASC application filing deadline. It is the applicant's responsibility to ensure that appropriate documentation is on file with Human Resources. For information on submitting your credential information to Human Resources, please call (213) 241-6886. Eligibility does not guarantee admittance into the LAPASC program.

III. ONSITE ADMINISTRATIVE MENTOR/CANDIDATE COLLABORATION

Fieldwork experiences are integrated into the LAPASC program to further provide real world opportunities to engage in the leadership and organizational practices. Fieldwork mentorship is an essential piece in the preparation of candidates for the Preliminary Administrative Services Credential. LAPASC fieldwork experiences are designed for candidates to successfully demonstrate mastery of all CAPE/CalAPA standards. As such, LAPASC requires the candidate to have an onsite Administrative Mentor, who will work with the candidate and the LAPASC Fieldwork Supervisor, to ensure access to and support during all these experiences.

The following fieldwork experiences are required and mandatory for all candidates:

- Facilitating a community of practice to implement a strategy to improve academic performance/or student well-being
- Coaching
- Designing, implementing, and monitoring professional development
- One additional experiences are selected, or designed, with the Administrative Mentor and LAPASC Fieldwork supervisor based on the results of the candidate's self-assessment
- Participation in a 1-day shadowing experience at another site wherein the candidate will shadow an exemplary principal and a 1-day shadowing at their own site

IV. APPLICATION PROCESS

To be considered for this program, submit the following items online:

- A current resume (2-page maximum) uploaded and submitted online.
- A Letter of Intent (1-page maximum) uploaded and submitted online.
- Within the letter, describe your experiences in engaging in equity-driven work at your school site:
 - as a teacher
 - as a member of a team; and



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- how it reflects your personal commitment to addressing inequity
- The Application for Enrollment (completed online)
- The *Self-Assessment of Professional Leadership Expectations: Behaviors and Dispositions* uploaded and submitted online.
- Proof of a master's degree confirmed by Salary Allocation.
- Meet with your current school site evaluating supervisor to seek endorsement of your LAPASC application. Share the directions for the supervisor's endorsement process *as noted on the website*.
- All materials must be completed and submitted online

Applications that are incomplete or are received after the deadline will not be considered. Please be aware you are only allowed to submit once online, so prepare accordingly.

ATTACHMENTS: Attachment A: Self-Assessment of Professional Leadership Expectations (completed online)

Attachment B: Determination of Readiness Supervisor's Endorsement (To be completed online by supervisor)

To see further information regarding LAPASC and the application process, go to [LAPASC Program LAUSD](#)

ASSISTANCE: For further information, please contact Delia Estrada, Administrative Coordinator at LAPASC@lausd.net.



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ATTACHMENT A

LOS ANGELES PRELIMINARY ADMINISTRATIVE SERVICES PROGRAM APPLICANT'S SELF-ASSESSMENT PROFESSIONAL LEADERSHIP EXPECTATIONS

Purpose

The Self-Assessment for Professional Leadership Expectations is intended to be used as a reflection tool to guide the applicant in assessing readiness for participation in LAPASC. Candidates preparing to work as educational leaders must know and demonstrate leadership knowledge and skills. Candidates must also exhibit the professional values, beliefs, and dispositions necessary to be equity-driven leaders who create meaningful opportunities for all students to become engaged, inspired and successful learners.

Directions

- Candidates will self-assess and then *support the rating by sharing a written example* from his/her own experiences for each disposition. Respond to each prompt by writing specific descriptions or examples of each behavior. Each response should be no longer than 200 words.
- As you complete the self-assessment, utilize the School Leadership Framework Rubrics to guide your reflection. Each pertinent rubric is included next to the title. Each is a live link to the named document.

Supervisor's Endorsement

- Schedule a meeting with your immediate supervisor to discuss your intent to apply for the LAPASC program. Share the requirements as noted in this Memorandum including the Supervisors Guide (Attachment B) so they can complete the endorsement process.



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ATTACHMENT A

SELF-ASSESSMENT OF PROFESSIONAL LEADERSHIP EXPECTATIONS: BEHAVIORS AND DISPOSITIONS					
Candidates will self-assess and then <u>support the rating by sharing a written example</u> from his/her own experiences for each disposition. (Please be aware, boxes on this form expand). School Leadership Framework (SLF) rubrics links are included for your reference. Responses should be no longer than 200 words maximum.					
To what extent do you or are you. . .	Never	Rarely	Sometimes	Often	Always
Equity Driven (SLF: 1a7, 4b2, 4b4) <ul style="list-style-type: none"> ▪ Engage in substantive discussions and actions regarding race, culture, bias, equity, and achievement ▪ Demonstrate advocacy and high expectations for all students ▪ Act with a strong moral imperative, courage, and urgency 					
Response: (200 word maximum)					
Accept and Use of Feedback (SLF: 1a4, 3c2) <ul style="list-style-type: none"> ▪ Ask for clarification on feedback without defensiveness ▪ Incorporate feedback into future interactions, behaviors, and actions 					
Response: (200 word maximum)					
Personal Responsibility and Reliability (SLF: 1a1, 1a5) <ul style="list-style-type: none"> ▪ Take responsibility for decisions and actions ▪ Accept mistakes and responds to them as opportunity for self-improvement ▪ Persevere, recovers from setbacks, and remains credible 					
Response:(200 word maximum)					
Cooperate with Others (SLF: 3a3) <ul style="list-style-type: none"> ▪ Support individual and group members in collaborative activities ▪ Initiate compromise by utilizing effective listening, seeking to understand, and using facilitation skills ▪ Maintain clear personal and professional boundaries with cohort members, faculty, and supervisors 					
Response: (200 word maximum)					
Utilize Reflective Practice and Continuous Learning (SLF: 1a4, 2c1, 2c2) <ul style="list-style-type: none"> ▪ Exhibit critical leadership self-reflection for improvement and continued personal growth ▪ Analyze multiple perspectives to enhance personal leadership development 					
Response: (200 word maximum)					
Use Ethical Principles in Decision Making (SLF: 1a1) <ul style="list-style-type: none"> ▪ Review relevant factors, values different points of view and involvement of others ▪ Consider impacts and effects of all decisions ▪ Act with integrity, sound judgment, and ethics 					
Response: (200 word maximum)					

Adopted with permission from the San Diego State University Self-Assessment of Professional Leadership expectations



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ATTACHMENT B

SUPERVISOR'S GUIDE TO LAPASC APPLICATION PROCESS

Your role in the *Self-Assessment for Professional Leadership Expectations* process is to support the development of future equity-driven transformational leaders who possess the knowledge, skills, behaviors, and dispositions to be an effective equity driven-transformational leader. Your endorsement should be made based on your observation and assessment of the individual's work performance and leadership potential.

1. Once a candidate has completed their application, you will receive an email providing directions to endorse their application for LAPASC.
2. Rate the candidate's *Professional Leadership Expectations* to determine the applicant's readiness to further influence equity driven student outcomes and achievements as a school leader. When reflecting on the applicant's aptitude, consider your personal observation of the quality of his/her work, job-related judgment, and your experiences with the applicant. As you complete the endorsement, utilize the School Leadership Framework Rubrics to guide your reflection. Each pertinent rubric is included next to the title. Each is a live link to the named document.
3. Complete Attachment C, *Supervisor's Endorsement* online, via the email you will receive indicating your decision on whether to provide your endorsement.
 - Ensure the applicant has an onsite administrative mentor,
 - Provide access to fieldwork experiences, critical (non-confidential) information for the applicant to review, reflect upon, and refine in preparation for serving as a school administrator (e.g., budget, master program, classroom observations, job shadowing, etc.)
 - Acknowledge and allow the participation in a job-shadowing task at another school site.

Applicants who do not demonstrate readiness, should not be endorsed at this time. The endorsement are completely confidential.

4. If the applicant is not endorsed, take the opportunity to discuss areas that need further development. Collaboratively consider a growth strategy that will provide the applicant with the appropriate professional experience to be able to develop competencies in those areas.

Individuals who receive an endorsement from the supervisor **and** who are successful in the paper screening process may be invited to participate in an interview. Those individuals who are successful in the interview will be selected to participate in the LAPASC. Candidates who satisfactorily complete the LAPASC program, demonstrate proficiency in CTC standards as evidenced through coursework and CalAPA examinations, and meet State and LAUSD requirements will be recommended for a California Preliminary Administrative Services Credential.